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## **CULTURE AND ENVIRONMENT SCRUTINY PANEL**

**Monday, 25th November, 2024 at 7.00 pm in the Conference Room,  
Civic Centre, Silver Street, Enfield, EN1 3XA**

### **Membership:**

co: Hivran Dalkaya (Chair), Eylem Yuruk (Vice-Chair), Nawshad Ali,  
Alessandro Georgiou, Patricia Gregory, Joanne Laban and Nia Stevens

### **AGENDA – PART 1**

**1. WELCOME & APOLOGIES**

**2. DECLARATIONS OF INTEREST**

Members of the Panel are invited to identify any disclosable pecuniary, other pecuniary or non-pecuniary interests relevant to the items on the agenda.

**3. MINUTES OF THE PREVIOUS MEETING (Pages 1 - 4)**

To approve the minutes of the meeting held on 8 October 2024.

**4. DUGDALE ARTS CENTRE (Pages 5 - 14)**

To update the panel on the performance of the Dugdale Arts Centre after the refurbishment and reopening to the public in Dec 2022.

**5. LIBRARIES (Pages 15 - 22)**

The purpose of this report is to provide an update to the Culture and Environment Scrutiny Panel on current library usage, future digital plans, and the phase two consultation on the draft library strategy.

**6. DATES OF FUTURE MEETINGS**

To note the dates of future meetings as follows:

Tuesday 14 January 2025

Monday 3 March 2025

## **MINUTES OF THE MEETING OF THE CULTURE AND ENVIRONMENT SCRUTINY PANEL HELD ON TUESDAY, 8TH OCTOBER, 2024**

**MEMBERS:** Councillors Hivran Dalkaya (Chair), Eylem Yuruk (Vice-Chair), Nawshad Ali, Alessandro Georgiou, Patricia Gregory, Joanne Laban and Nia Stevens

**Officers:** Perry Scott (Executive Director for Environment & Communities), Cheryll Wilson (Head of Rural Transformation), Vera Vajda (Climate Action and Sustainability Lead Officer), Sakinah Sutherland (Governance Officer)

### **1. WELCOME & APOLOGIES**

The Chair welcomed members to the meeting.

Apologies for lateness were received from Cllr Gregory.

### **2. DECLARATIONS OF INTEREST**

No declarations of interest were received.

### **3. UPDATE ON CLIMATE ACTION PLAN**

Vera Vajda, Climate Action and Sustainability Lead Officer, provided an update on the implementation of Enfield's 2024 Climate Action Plan and highlighted key achievements since 2020:

- Enfield Council has reduced its direct emissions by 30% from baseline levels, with a 6% reduction in borough-wide greenhouse gas emissions, as noted in the emissions review published in September 2023.
- Installed heat pumps in 10 Council-owned buildings.
- Installed 247 kWp of solar panels on Council offices, community facilities, and three schools.
- Introduction of 19 new School Streets

Enfield's climate initiatives depend on supportive national policies, a decarbonised energy grid, and significant regional and national funding. The 2024 Climate Action Plan now follows a structured approach aligned with the OnePlanet model, focusing on affordability, and securing necessary funding. The Council has extended its licence with the OnePlanet platform to publish

## **CULTURE AND ENVIRONMENT SCRUTINY PANEL - 8.10.2024**

an annual progress report and established a Climate Action Plan dashboard to streamline data collection across Council teams.

Since the revised plan was adopted in June 2024, Enfield Council has achieved several key milestones:

- Secured funding from the Greater London Authority (GLA) for two decarbonisation initiatives focused on social housing and schools. The Council is working closely with GLA-appointed consultants on design, cost estimation, and project delivery.
- Pursued additional funding for future projects through the GB Energy initiative, with support from Greater London Councils.
- Established a partnership with TRAIID to enhance textile collection and recycling across the borough.

Members had enquiries on the following points:

- Members asked about OnePlanet's role. Officers explained it is used to map Enfield's climate data and strategies on a cohesive eco-platform, a tool also employed by other local authorities.
- Members noted that Enfield's recycling rate is currently 33%, short of the 50% target. Officers explained that reaching this target in tonnage is challenging due to lighter packaging materials and highlighted food recycling as a significant area of focus. A recycling manager will be appointed to lead new recycling initiatives.
- Members suggested that developers should be required to install solar panels on new builds and make use of disused sites to maximise environmental benefits.
- Members proposed increasing resident engagement through climate-friendly events and e-newsletters. Officers responded that while they currently lack capacity for this, it is a strong consideration for future initiatives.

Further discussions included the establishment of repair cafes, the high cost of heat pumps (estimated at £25,000 per home), tree planting, and ways to discourage residents from unnecessary tree removal.

**Action:** Members requested environmental and pollution data to assess whether Low Traffic Neighbourhoods (LTNs) and School Streets have contributed to pollution reduction.

## **CULTURE AND ENVIRONMENT SCRUTINY PANEL - 8.10.2024**

### **4. GRANT FUNDING FOR RURAL TRANSFORMATION PROJECTS**

Cheryll Wilson provided an update on the management and allocation of grant funding for Enfield Council's ongoing rural transformation projects. Key initiatives include:

- **Woodland Creation:** Funded primarily by the Forestry Commission's England Woodland Creation Offer (EWCO) grant, this project aims to expand Enfield's woodlands.
- **Beaver Expansion Project:** Set to commence this winter, this project has a budget of £70,000, including contingency funds, to support the reintroduction of beavers to the area.
- **Tree Planting Initiatives:** Additional tree planting is planned for this year to further enhance the borough's green spaces.
- **Eastern Gateway Project:** Currently on schedule and within budget, this project's two active phases aim to improve woodland accessibility and pathway connectivity to nearby stations, enhancing community access to natural areas.
- **Landscape Recovery Scheme Pilot:** Funded by a £155,000 grant from the Environment Agency, this pilot project focuses on restoring natural landscapes.
- **Countryside Stewardship:** Enfield Council has secured nearly £90,000 annually to support park and open space maintenance. Initially, seven parks have been selected for the scheme: Broomfield, Forty Hall, Grovelands, Hillyfields, Oakwood, Trent, and Whitewebbs.

Member Enquiries and Responses:

- Members asked how Enfield's costs compare to those of other boroughs. Officers could not provide specific comparisons but noted that Enfield's expenditures may be higher due to the extensive woodlands and green spaces in the borough.
- All grant funding is restrictive, requiring evidence of progress and capital receipts to meet funding requirements.
- The Council has engaged with local farmers, who have shared updates and feedback. The relationship between the Council and farmers is improving, and projects such as the Landscape Recovery Scheme are expected to benefit the agricultural community.
- Members noted steep slopes in the wetlands area. Officers confirmed efforts to reduce slope severity and mentioned that funding has been allocated for signage to inform residents about local wildlife and natural features.

### **5. DATES OF FUTURE MEETINGS**

**NOTED** that the next meeting of the Culture and Environment Scrutiny Panel is Monday 25 November.

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## London Borough of Enfield

<b>Report Title</b>	DAC Operational Update
<b>Report to</b>	Culture & Environment Scrutiny Panel
<b>Date of Meeting</b>	25 November 2024
<b>Cabinet Member</b>	Cllr Chinelo Anyanwu
<b>Executive Director / Director</b>	Perry Scott – Executive Director for Environment & Communities Alice Davey – Director for Leisure, Culture & Public Realm
<b>Report Author</b>	Wesley Pemberton – Head of Culture
<b>Ward(s) affected</b>	Enfield Town
<b>Classification</b>	<i>Part 1 Public</i>

### Purpose of Report

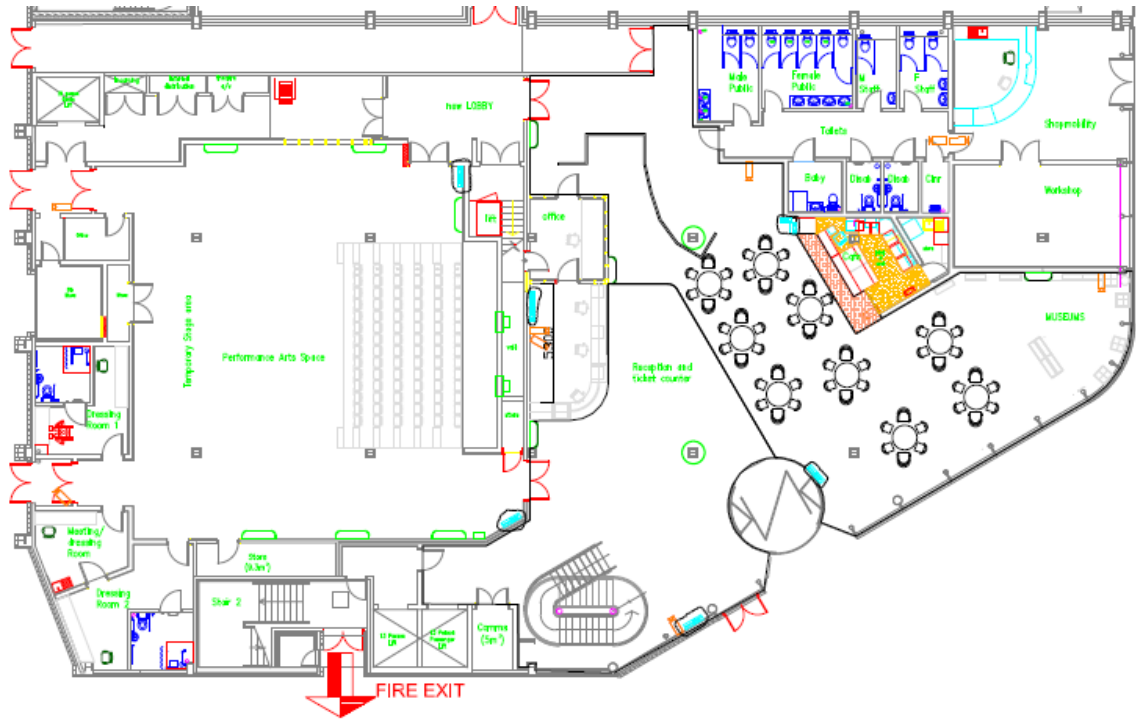
1. This report provides an update to the performance of DAC, after the refurbishment and reopening to the public in Dec 2022.

### Main Considerations for the Panel

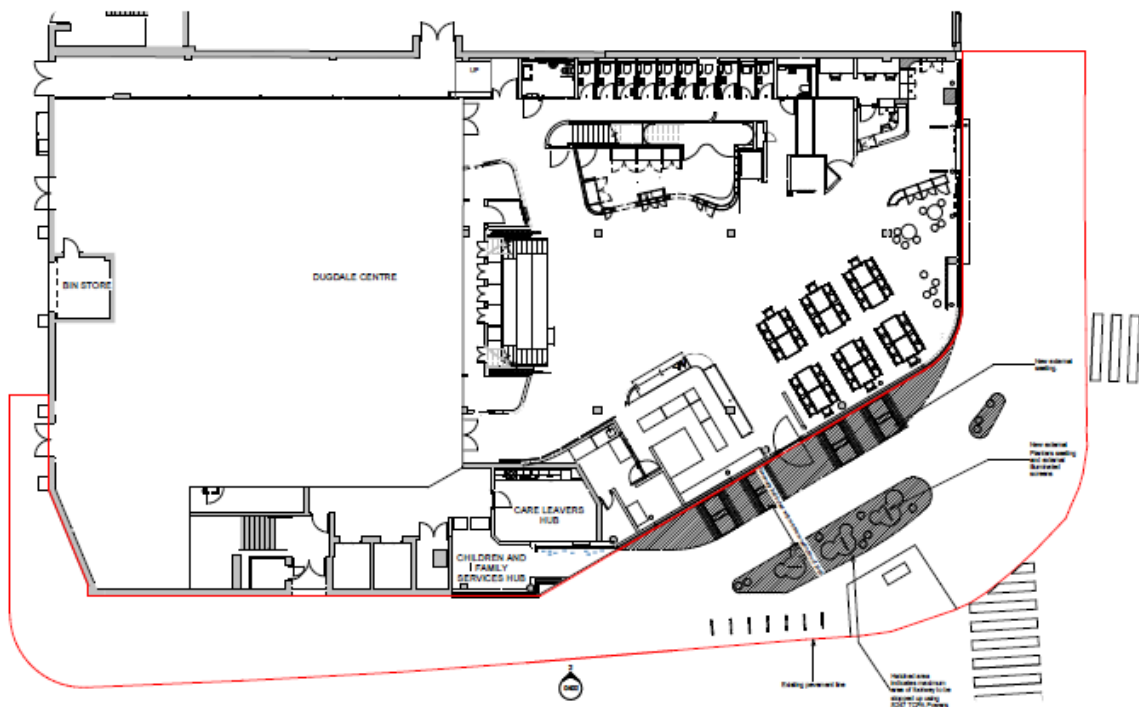
2. We would like to provide an update on what DAC has delivered and invite feedback on this and future opportunities.

### Background

3. Before its refurbishment, the Dugdale Centre was a multi-purpose venue in Enfield, housing a theatre, the Museum of Enfield, meeting rooms, retail spaces, and basic food services. Its programming was inconsistent, with Millfield Theatre being the main cultural provider. The following is the floorplan of the previous layout:



4. The Centre closed in 2020 due to the COVID-19 pandemic and was repurposed as a vaccination centre in 2021. In March 2022, approval was given for a refurbishment, which was completed by December 2022, and the venue was rebranded as DAC (Dugdale Arts Centre). The refurbishment aimed to position DAC as the borough's cultural hub, creating more usable space, which features a mezzanine, tiered seating area, temporary exhibition space and a 150-seat studio theatre for performances and events, as shown in the following floor plan:





5. DAC now operates as a key cultural and community space, open Tuesday to Saturday and for evening and Sunday events, with a focus on accessibility and integration of the arts into community life.
6. The redevelopment costs were primarily financed through S106/CIL funds with £39.8k of capital borrowing investment. Colleagues in Finance are currently investigating the opportunity to remove the loan burden through further S106/CIL contributions.
7. The 23/24 budget for DAC was a net cost of £450k. In this period, the venue delivered its programme with an actual net cost for the period of £334k. The DAC net budget for the 24/25 was set at £307k. Further in year efficiencies are supporting the delivery of a net budget of £271k for the current financial year. DAC output continues to develop and grow.
8. This report provides an overview of current operation at the DAC.

### Successes

#### *Cultural Programming*

9. DAC offers a year-round, diverse programme of events, including in-house productions and external shows. In-house productions feature curated seasons like *Chroma: A Season of Pride*, monthly events such as *Silver Spotlight* (nostalgic film and music), *Laughter Lounge* (comedy), and *Chef Dom's Happy Hour* (food and drink). The venue also hosts large one-off events like *Nerdverse* (Gaming & Anime).
10. DAC collaborates with commercial producers like Get Comedy and Avalon to host high-quality touring shows, featuring award-winning performers such as Emmanuel Sonubi, Lurine Cato, DJ Spooky, and the London Sinfonietta.
11. Resident artists and companies play a key part in DAC's artistic programme. These include the Reggae Choir, Face Front Inclusive Theatre, Enfield Poets, Nexus, and Talkies Community Cinema. Their shows and events ensure affordable ticket prices for residents while generating income for DAC.
12. The venue's impact is illustrated by a range of events and estimated visitor numbers, though specific data is limited due to the lack of installed people counters during refurbishment.

	<b>Shows, Events, Hires</b>	<b>No. of Visitors</b>
Q4 22/23	163	5095
Q1 23/24	156	6087
Q2 23/24	150	3545
Q3 23/24	180	5515
Q4 23/24	127	4408
Q1 24/25	155	5379
Q2 24/25	148	3293

### *Community Value*

13. DAC plays a key role in supporting local residents and community groups by providing space for meetings, events, and activities that promote social well-being and reduce isolation. Regular community groups include Knit & Natter, Breastfeeding Mums, Peri-Natal Coffee Morning, Dad's Drop-In, Age UK sessions, Sip & Scrabble, and Poetry groups.
14. During school holidays and weekends, DAC offers programs for low-income families, such as Mammoth Movie Meal Deal, Juggling, Rubik's Cube and Circus Skills workshops, and interactive storytelling. DAC also partners with the Schools Music Service to host events like the sold-out London Sinfonietta school concerts, providing many pupils with their first experience of theatre and contemporary classical music.

### *Cultural Celebrations & Civic Events*

15. The team has successfully secured funding through commercial programming and community partnerships to continue to deliver cultural celebrations. For 2024/25, DAC hosted events for *Pride*, *South Asian Heritage Month*, *Black History Month*, and *Christmas*. Additionally, DAC, with support from Parks colleagues, took on the delivery of the *Enfield Town Fireworks* event. The DAC team also hosts the *Holocaust Memorial Day* as part of Culture Services' civic events.

### *Supporting Culture Strategy delivery*

16. The Culture Strategy outlines plans for culture in Enfield from 2020 to 2025, focusing on using arts, heritage, and creativity to boost the economy, places, and opportunities for residents. To support the strategy, Culture Services has secured around £600k in grant funding, with DAC serving as the central hub for various programs.

	<b>Value</b>	<b>Strategy Priorities</b>	<b>Funder</b>
Dynamic Collection	£125k	Culture Everyday	National Lottery Heritage Fund
UKSPF	£200k	Sustainable Culture, Creating Opportunities for Young People Culture Everyday	UK Shared Prosperity Fund
Cultural Education Consultancy	£25k	Creating Opportunities for Young People	Arts Council England
Festival of Industry	£250k	Sustainable Culture, Creating Opportunities for Young People Culture Everyday	National Lottery Heritage Fund

### *Culture sector development*

17. DAC serves as an anchor partner for external organisations delivering cultural projects in Enfield. Many professional creatives seek grant support from funders like Arts Council England (ACE) and the National Lottery Heritage Fund (NLHF)

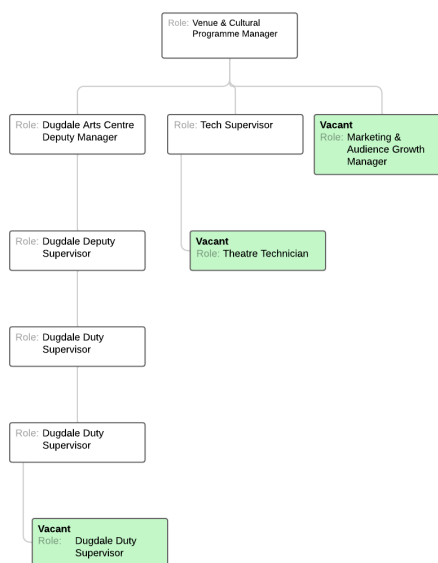
to deliver projects. We provide written support for applications, which are then delivered at DAC, with our venue costs recovered through artists grants.

18. DAC also supports fringe theatre, and developing or touring shows, including SHEWOLVES, Fox, The Winston Machine, Juniper and Jules, and Learning to Fly. Each year, we host an Edinburgh Fringe preview series, which recently featured local comedian Emmanuel Sonubi, who went on to be nominated for Best Show at the Fringe
19. DAC partners with organisations like Write2Speak, Hype and Genius, and Apples and Snakes to deliver grant funded participatory and talent development programmes for local residents and young people. These initiatives include the Business of Music Programme, Young Producers Programme, and spoken word workshops and provide important development opportunities and potential pathways into the creative sector.

Challenges

*Team Resources*

20. Since reopening, some key roles were vacant early on including the Head of Service role and Deputy Manager role affecting site operations. Though the venue operated at full capacity from May to September 2023, there has been a high churn of some team members, in particular in the technician team.
21. From December 2023 to June 2024, DAC operated with a reduced capacity at 55% staff. The am worked flexibly for example the Programme Manager covered marketing duties, and freelance technicians were used for events. Recruitment has progressed, and in June 2024, a Tech Supervisor was hired, easing these pressures. DAC now has the following team in place:



22. The recruitment is progressing further with the roles above identified in green

#### *Ongoing facilities issues*

23. Since its refurbishment, DAC has encountered a range of ongoing property / facility issues, including:

- Regular cleaning provision – the operating model was that DAC team members undertook cleaning (including toilets etc). The review of this operating model undertaken by Facilities Management in July 24, has resulted in cleaning services being delivered by a cleaning team, not DAC team members.
- Temperature Control: the DAC facility does not have direct access to temperature controls and the system experiences regular critical faults resulting in extreme temperatures, and frequent complaints. Work continues with property colleagues to resolve this position.

#### *Culture Sector conditions*

24. In 2024, local venues in London are facing ongoing challenges with ticket sales, with up to 300 smaller venues closing nationally over the post COVID period. Contributing factors include the lasting effects of COVID-19, which disrupted operations and slowed audience return, as well as the UK's cost-of-living crisis, which has reduced discretionary spending on culture.

25. DAC has seen a drop in ticket sales compared to 2023-24, which may be partly due to the absence of a marketing resource. Additionally, grant funding in the cultural sector has declined, and remaining funding being more competitive, with organisations like London Sinfonietta experiencing a 40% cut in core funding. This funding reduction makes it harder for artists to tour and perform locally, affecting cultural offerings for Enfield residents.

#### *Marketing since Dec 2023*

26. As detailed above, DAC has not had a dedicated marketing function and capacity for marketing planning since December 2023. This has now been addressed and the role is being recruited to prior to the end of 2024.

27. As detailed below our audience is currently hyperlocal and not fully representative of all residents. Through both programming and marketing the team is broadening and expanding our audiences and increasing the community groups that use DAC. We continue to work in partnership both internally and externally.

#### *Catering*

28. In September 2024, management of EnFood, the café and bar at DAC, returned to Culture Services. EnFood is currently not generating a net income due to rising service costs and reduced customer spending. Efforts to improve financial

performance have included reducing staffing costs, streamlining the menu, and expanding evening bar options.

29. The café space was previously advertised on the open market, for a local business to operate a food concession from the space. No suitable offers were made under this marketing exercise. Please see below for the opportunity being pursued.

#### Future opportunities

##### *Creative Health Hub*

30. Creative Health integrates arts and culture into healthcare to enhance physical, mental, and social well-being. This approach includes activities like music, dance, and storytelling, which offer benefits for mental health, physical health, social connections, and holistic healing.
31. Creative health hubs have emerged as spaces where arts and health services combine to support community well-being. DAC is exploring becoming a creative health hub, which would allow access to arts and health funding opportunities, including grants and sponsorships. DAC is in early talks with other North London authorities on a collaborative approach to funding, and it's working with the Enfield Culture Network on an Arts Council Place Partnership bid focused on creative health.

##### *Cultural Education*

32. Culture Services officers are currently undertaking a project to engage both Enfield's creative sector and schools, to develop a network which will support stakeholders towards creating a Cultural Education Action Plan for Enfield, and an outline structure for a CEP.
33. The ambition is, at the conclusion of the project, for Culture Services to lead a funding application, which will provide additional cultural education opportunities for all secondary schools in the borough. Through this programme, we will aim to maximise opportunities for DAC, to host programmes and performances.

##### *Grass Music Grant Funding*

34. Enfield Council's Cultural Strategy highlighted a gap in live music venues, particularly for supporting nightlife. Currently, the dedicated music venue in the borough is the 25,000 audience capacity Drumsheds, while Enfield Town has occasional live music at local pubs and bars.
35. To address this gap, DAC has identified equipment limitations that hinder its live music offerings. The team is working on a bid for ACE's Grass Roots Music funding, which, if successful, would provide the necessary resources to develop a performance space and regular live music programming in Enfield.

##### *Potential Partnerships with other organisations*

36. Enfield is a priority location for Arts Council England (ACE), which increases the likelihood of success for Enfield-based projects and organisations applying for funding. Through ongoing collaboration with ACE, it has been noted that large organisations are interested in both delivering projects in Enfield and potentially relocating here. This offers opportunities for DAC to be used by these organisations for either one-off events/programming or longer-term projects to benefit the local community.
37. Additionally, the Head of Culture has recently engaged with Broadwick Mews, the owners of Drumsheds, who are eager to deliver community benefits through their 9.8 charity. Discussions are ongoing to explore how they can collaborate to deliver funded projects and provide accessible cultural experiences for Enfield residents.
38. DAC has recently received interest in being used as a performing arts school for young children at weekends. The proposal would require a long-term commitment to ensure the business's growth and sustainability. It could potentially be delivered outside of current operating hours, discussions are ongoing.

*Further development of programme and audience*

39. During the summer in 2024, DAC undertook a customer survey, to better understand the users of the venue. The majority of survey participants (94.8%) lived in the borough, with the highest numbers coming from Enfield Town, Bush Hill Park, Edmonton, and Winchmore Hill. Of those who had visited DAC, the largest group was from Enfield Town (22.1%), followed by Bush Hill Park (15.7%).
40. When comparing age groups, the survey found that participants aged 60 and over returned the highest number of responses (42). The next highest category was aged 52-59 (15%). In contrast, 25-33-year-olds were notably underrepresented (6.5%) in the survey. There is a clear opportunity to develop our audience based on age and from beyond the local surrounding wards. This strand of work will be started once the Marketing & Audience Growth Manager commences.

*Made in Enfield*

41. Made in Enfield forms one of the UKSPF grant funded projects at DAC. The key aims of the project are through the engagement of retail specialist, to review and improve the Made in Enfield shop at DAC, engage and support the local maker sector, provide development opportunities for local makers, and showcase them at DAC.
42. The programme has already delivered:

**DAC Gift Shop Research:** Analysed current shop data, reviewed existing products, and conducted customer research through on-site observations.

**Maker Network Evening:** A showcase and selling opportunities event, where 46 makers gathered to discuss product supply for the DAC shop.

**Maker Support Workshop:** Focused on exhibiting at craft fairs and trade shows, particularly how to present work professionally. The workshop was oversubscribed.

**Merchandising Training:** A session for DAC staff focused on key visual merchandising principles to enhance customer attraction and sales.

43. At the end of the project, the consultant will provide a report with recommendations and with the new network of makers, to enable the shop will develop an increased income stream.

#### *EnFood Opportunities*

44. Now under Culture Services management, EnFood is now pursuing additional strategies to boost revenue, including enhancing customer experience, launching a grant-funded pop-up program for local food businesses- including a food festival, and delivering income-generating workshops with DAC.

### **Relevance to Council Plans and Strategies**

#### *Culture Strategy*

45. As detailed above, DAC is the cultural hub for Enfield and plays a critical role in delivery the three priorities of the strategy, which are Sustainable Culture, Creating Opportunities for Young People, Culture Everyday

#### *Joint Health & Wellbeing Strategy*

46. Start well, live well, age well were the three priorities. DAC hosts the community groups supporting these initiatives: Breastfeeding, Perinatal Coffee mornings, Knit & Natter, Age UK, MHA.

#### *Serious Violence Strategy*

47. This strategy identified afterschool window as peak times for youth violence. We have programmed afterschool events & built partnerships with local schools and Edmonton Community Partnership. Following the link between exclusion and incarceration, we are building a partnership with Nexus to provide opportunities for young people.

#### *Fairer Enfield*

48. The Council's commitment to addressing inequalities between races, genders, ages and health outcomes resonates with our diverse programming and engagement with community groups across the borough.

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## London Borough of Enfield

<b>Report Title</b>	<i>Progress of Libraries Project</i>
<b>Report to</b>	<i>Culture and Environment Scrutiny Panel</i>
<b>Date of Meeting</b>	<i>25/11/2024</i>
<b>Cabinet Member</b>	<i>Cllr Ergin Erbil, Leader of the Council</i>
<b>Executive Director / Director</b>	<i>Perry Scott, Environment and Communities</i>
<b>Report Author</b>	<i>Saskia Morris <a href="mailto:Saskia.morris@enfield.gov.uk">Saskia.morris@enfield.gov.uk</a></i>
<b>Ward(s) affected</b>	<i>All</i>
<b>Classification</b>	<i>Part 1 Public</i>

### Purpose of Report

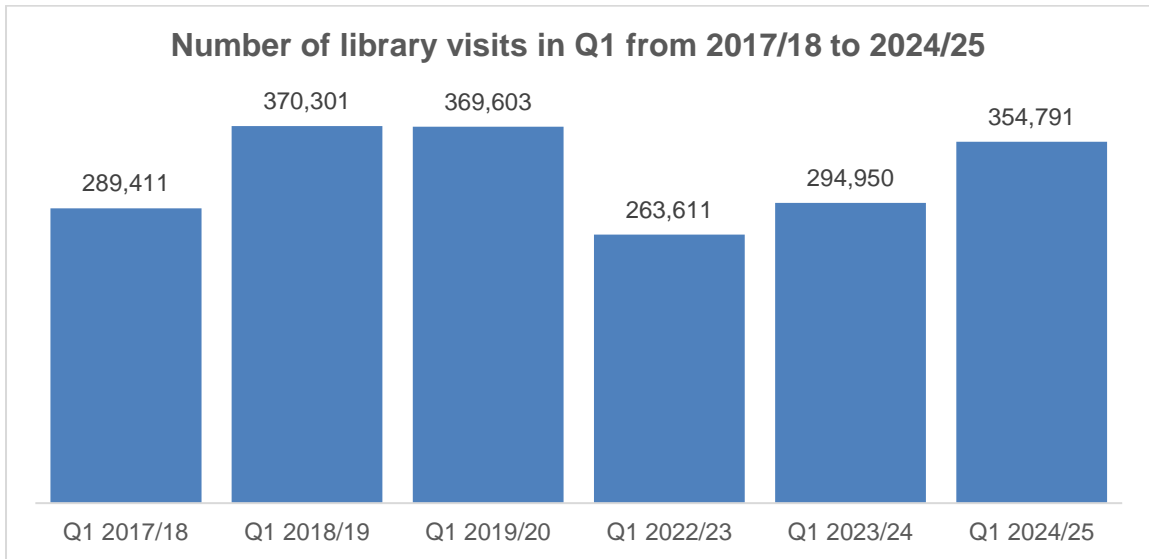
1. The purpose of this report is to provide an update to the Culture and Environment Scrutiny Panel on current library usage, future digital plans and the phase two consultation on the draft library strategy.

### Main Considerations for the Panel

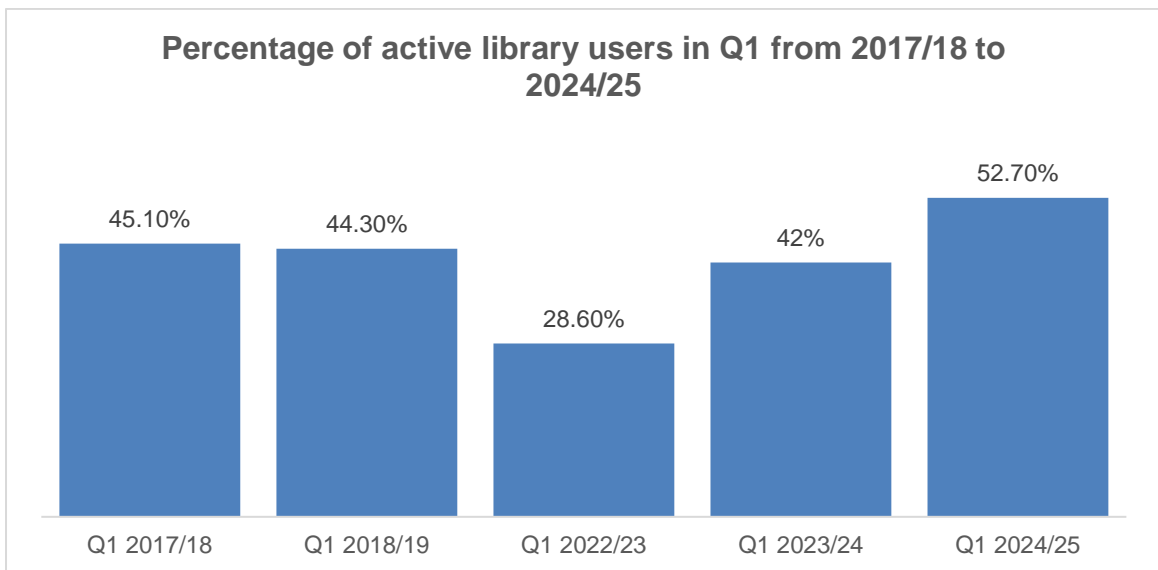
#### **Current Library Usage**

2. We have compared the usage of libraries in Q1 (July – September) 2024/25 to usage in Q1 in 2017/18, 2018/19, 2019/20, 2022/23 and 2023/24. We have not included usage in Q1 in 2020/21 and 2021/23 when the library service was closed during the Covid-19 lockdowns. Usage, as categorised in the strategic review and draft strategy, consists of visits, active library users, issues and renewals and take up of ICT time.
3. The number of visits record the number of times there has been a visit to the library building. This includes anyone coming into the library building, including those who don't take out books or use the ICT equipment, but may be accessing activities like reading clubs, getting help and advice, or using the free Wi-Fi. The graph below shows an increase in the number of visits

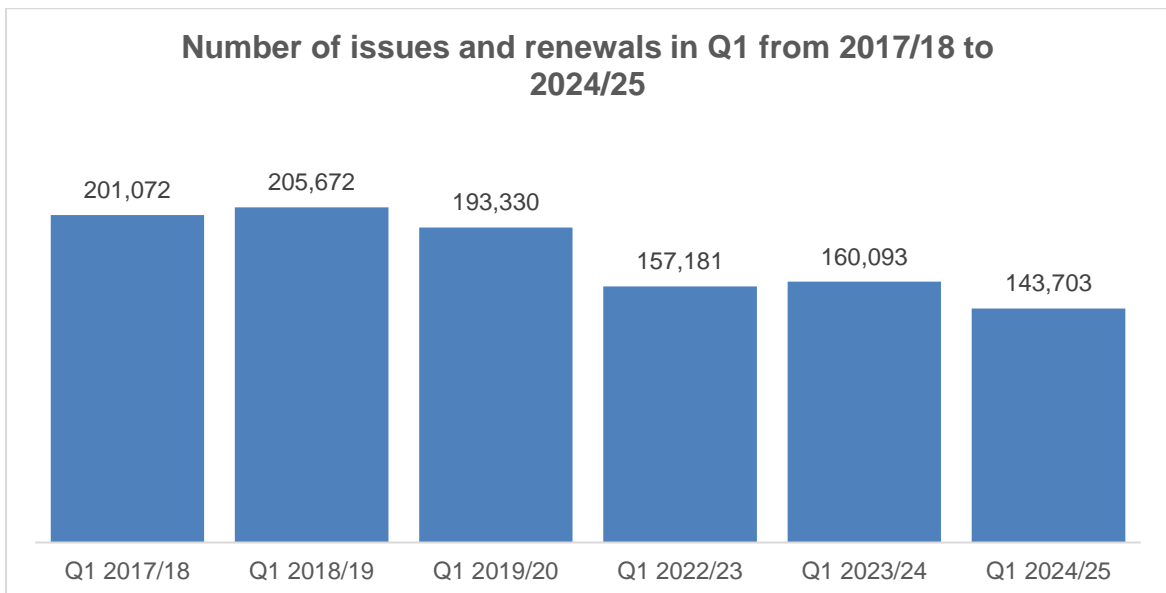
from Q1 2022/23 (263,611) to Q1 2024/25 (354,791), but this has not reached pre-pandemic visitor levels.



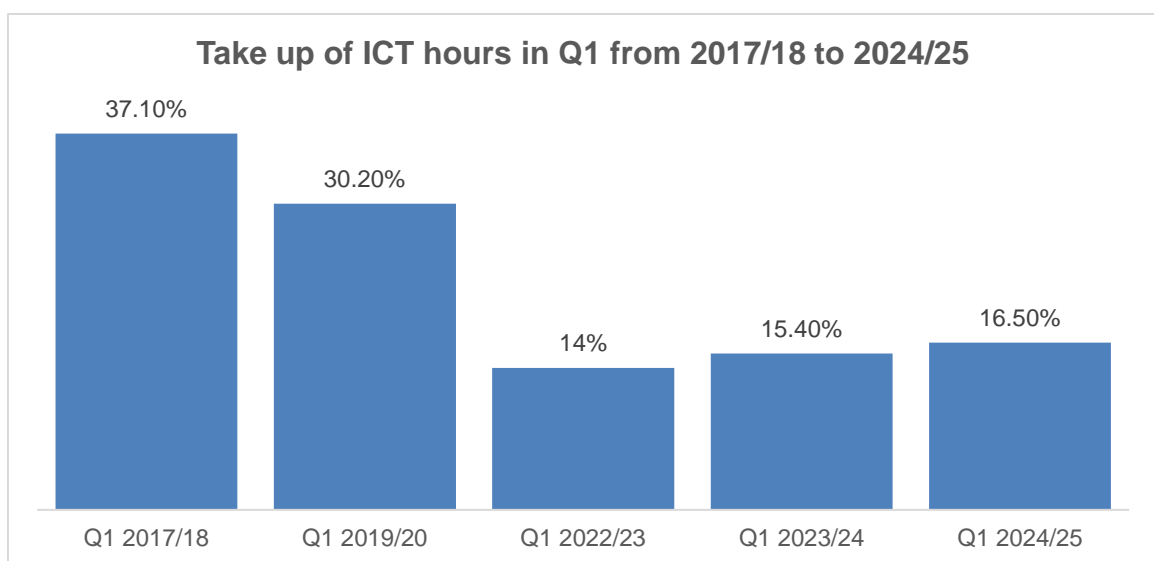
- The percentage of active users per quarter tells us the number of people with a library card registered at that library who are using it, but it does not pick up usage of other library buildings. The highest percentage of active library users in Q1 was in 2024/25. Data for active users in Q1 2019/20 is unavailable.



- The number of issues and renewals tracks books being taken out or renewed. This figure those who are not borrowing the books to take away from library. This does not include those using materials in the library, but who are not checking this out. There has been a 57,369 decline in the number of issues and renewals since when comparing Q1 2017/18 (201,072) to Q1 2024/25 (143,703).



6. The percentage of ICT hours used is a record of the number of hours where ICT equipment has been used in the libraries. Although this does not pick up users visiting the library with their own device, it helps to show users who rely on these facilities and who may not have access to a digital device at home. There has been a gradual increase when comparing Q1 2022/23 (14%), Q1 2023/24 (15.4%) and Q1 2024/25 (16.5%). However, this is significantly lower than take up of ICT hours in Q1 2017/18 (37.1%) and Q1 2019/20 (30.2%). Data for 2018/19 is unavailable.



### ***Future Digital Plans***

7. People are increasingly using our digital service to access e-newspapers, e-books, e-audiobooks and e-magazines. The number of e-newspapers, e-books, e-audiobooks and e-magazines accessed annually through the digital library service increased by 2,046,200 when comparing 2019/20 to 2023/24.
8. Libraries continue to support learning for digital literacy through ICT buddies, skills and employment initiatives, online learning and supporting national agenda such as "We are Digital". We want to explore digital solutions that enhance library users' experience both in libraries and remotely.

9. In July 2024, Enfield Council launched its local Business and Intellectual Property (BIPC) hub in Edmonton Green Library. The hub aims to provide a platform for residents to learn, network and unlock free and low-cost business information in a welcoming space that has access to PCs, desks and Wi-Fi. This includes digital subscriptions such as Cobra and Grant Finder, which are well established resources for businesses of all types and can be used at home or at any library, not just Edmonton Green.
10. In the phase one engagement, respondents told us that there should be greater promotion of the activities and services available in our libraries. Therefore, we are investigating the possibility of an online booking system, which will promote events and activities and enable users to pay for bookings for community rooms and activities online. Respondents in the phase one engagement also told us that to generate income for the library service, all community libraries should charge for all printing and photocopying. Therefore, we are also exploring new printing solutions for libraries, including the opportunity to pay for printing remotely and collect from a library.
11. Furthermore, we will be improving the self-serve kiosks in libraries. We are currently in discussion with Digital Services around the next generation of self-serve kiosk to be reviewed in 2025. These kiosks will enable users to manage their library account, make bookings for events and community rooms, and pay for council services using chip and pin.

### ***Phase Two Consultation***

12. On 22<sup>nd</sup> August 2024 a consultation on our draft library strategy was launched. In the second phase consultation, we wanted to gather feedback from stakeholders to further develop and improve our draft proposals. The phase two consultation helped us raise awareness of the draft library strategy among stakeholders and explain the Council's rationale for the proposed changes, developments and opportunities arising out of the draft strategy. From the consultation, we wanted to understand how the proposals will impact respondents and their suggestions on how we can mitigate this impact and establish whether stakeholders have any alternative suggestions which make the same level of savings for the library service. This consultation ran until 14<sup>th</sup> November 2024.
13. This report provides an overview of work undertaken to encourage participation in the consultation.

### ***Promotion of consultation***

14. To promote the consultation, posters with QR codes to the consultation webpage were displayed in all 16 public libraries. This includes posters that have been translated into community languages. We also asked local businesses in the following areas to display posters advertising the consultation in their windows:
  - Enfield Town
  - Southgate
  - Enfield Highway
  - Enfield Island Village
  - Palmers Green

- Oakwood
- Edmonton Green
- Bush Hill Park
- Bullsmoor
- Bowes
- Winchmore Hill

15. The consultation was promoted on the Council's social media pages, including on X, Facebook and the Youth Enfield Instagram page. Alongside this, the consultation has been promoted through the Council's digital newsletters. We displayed Clear Channel adverts across the borough and published adverts for the consultation in the local Turkish and Greek newspapers and the Enfield Independent. We also paid for advertising on Facebook and X.

#### *Library Drop-In Sessions*

16. As part of the consultation, we facilitated drop-in sessions at the eight libraries proposed to close and an online session. At these drop-in sessions we have encouraged library users to participate in the consultation and answered any questions about the review.

#### *Engagement with Partner Organisations and Community Groups*

17. We promoted the consultation to voluntary sectors organisations and partners through the third sector bulletin and sent emails to all organisations on the Council's third sector database. We individually called all library partner organisations and encouraged them to participate in the consultation. We also directly contacted organisations and community groups attending partnership boards, forums and meetings to promote the consultation. This included:

- Mental Health Partnership Board
- Older People's Partnership Board
- Voluntary Sector Strategy Group
- Carer's Partnership Board
- Kratos
- Gypsy, Roma, Traveller and Show People Partnership Board
- Youth Council
- Faith Forum
- Learning Disabilities Partnership Board

#### *Engagement with early years providers, schools and further education colleges*

18. The consultation was published on the Schools' Hub and early years providers, schools and further education colleges were asked to respond and share the consultation with pupils, parents and carers. We also promoted the consultation at the Headteachers Forum on 26<sup>th</sup> September 2024.

#### *Face to face interviews with 500 residents*

19. To ensure the consultation responses are representative of those in the borough of Enfield, we have commissioned a market research company who have undertaken face to face interviews with 500 residents. These interviews used quota sampling to ensure representation by sex, age and ward.

#### *Engagement with Enfield Council staff*

20. We promoted the consultation to employees at Enfield Council through the Intranet and Staff Matters Newsletter. We also presented the consultation to Trade Unions and asked them to participate in the consultation.

### **Background and Options**

21. This report is presented to the Environment and Culture Scrutiny Panel for discussion.

#### ***Background - Draft Library Strategy***

22. The draft library strategy which sets out how we propose to deliver library services, use our library buildings, and support, develop and empower our staff to make a positive impact on people's lives in Enfield.

23. Our vision is for Enfield libraries to be hubs for learning, creativity, information, health and wellbeing, welcoming everyone who lives, works or studies in Enfield. To achieve this, we have identified five priorities and three principles.

24. The draft strategy is informed by analysis on the use of libraries; the varying needs of communities in different parts of the borough (population and deprivation data); the accessibility of our library buildings by different travel modes; feedback from the first phase engagement with stakeholders; and the operating and maintenance costs of library buildings.

25. To meet the Council's principles to deliver accessible and responsive services and be financially resilient, we have considered how our library service can be delivered in a more efficient way, while ensuring that it continues to meet people's needs and is comprehensive. Therefore, the draft strategy proposes to:

- Improve and enhance the library service at Ordnance Unity Centre, Edmonton Green, Ponders End, Fore Street, Millfield House, Palmers Green, Enfield Town and Ridge Avenue, increasing opening hours at these libraries by a total of 56 hours per week.
- Retain the home library service and digital library service.
- Reduce the number of libraries by closing Bullsmoor, Enfield Highway, Enfield Island Village, Bowes Road, Southgate, Winchmore Hill, Oakwood and John Jackson. This is a reduction of 281 hours per week in available services across the borough.
- Formally declassify Angel Raynham as a public library.

26. The proposed eight libraries which we will retain represent:

- 85% of visits in 2023/24
- 78% of active users in 2023/24
- 80% of ICT time minutes used in 2023/24

27. We will carefully consider all feedback received during the consultation and will outline how this has informed the final proposals in a consultation report, which will be published as part of the next report to members in early 2025.

## **Relevance to Council Plans and Strategies**

28. The Council Plan 2023-2026 sets out our vision and priorities to invest in Enfield to deliver positive outcomes for our communities. Our library service plays a critical part in enabling us to deliver on our priorities, in particular our priority for strong, healthy and safe communities; thriving children and young people; and an economy that works for everyone. Our Council Plan also includes principles for how we will deliver positive outcomes for all, by creating a fairer Enfield, through collaboration and early help, and by ensuring financial resilience for the Council – these principles will underpin our approach in developing the draft new library strategy.

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